



USAID
FROM THE AMERICAN PEOPLE

USAID FIRMS PROJECT

Participation in Fruit Logistica Berlin 2012

February 2012

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Abstract:

Pakistan is a global leader in mango production yet has limited exports with global exports of only USD 28,402,000 with the three countries of the United Kingdom, Saudi Arabia and Oman accounting for nearly 68 percent of that total. The U.S. Agency International Development (USAID) project known as the USAID Firms Project has dedicated itself and significant resources to assisting Pakistan to expand its mango exports. Work has been done at the production level, harvesting and post-harvesting level to train and support the improvement of quality so that international standards in quality can be achieved.

With the successful completion and learning from trial shipments in the last two years, the growers and exporters working with the USAID Firms Project have new leverage to build relationships with buyers of fresh and dried mango into the EU. The USAID Firms Project, with the support of 2020 Development Company, is accompanying a delegation of growers and exporters to the 2012 Fruit Logistica Event in Berlin, Germany. The purpose of attending this event is to continue to build existing relationships and explore new possibilities for buyer relationships. Fruit Logistica is the leading international trade fair for fresh produce, including a full range of fruits and vegetables. Since 1993, the annual fair is held and directed in Berlin and is the leading international meeting place. In 2012, there were over 2,500 companies represented in 90,000 square feet of exhibition space, with over 50,000 visitors expected from 120 countries.

The 2012 Fruit Logistica Event was attended by a delegation of seven Pakistani exporters (five) and growers (two). This report provides a summary of all the buyer meetings and side events attended including contact information, subjects discussed, and an analysis of seller presentation and recommended next steps. Follow up recommendations will focus on the upcoming commercial shipments and buyer-seller conference.

Acronyms

2020DC	2020 Development Company LLC
BRC	British Retail Consortium
EU	European Union
GAP	General Agricultural Practice
HACCP	Hazard Analysis & Critical Control Points
NMB	National Mango Board
SOW	Scope of Work
UK	United Kingdom
USAID	U.S. Agency International Development
USD	U.S. Dollar

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Executive Summary

As a means of increasing the positive economic impact of the Pakistani mango industry on the people of Pakistan, the USAID Firms Project has undertaken extensive efforts to support the economic and social success of Pakistani mango industry. To date this support has included technical and financial assistance at the farm level and economic research to identify, quantify and direct the development of opportunities for export of Pakistani fresh and dried mangos.

Fresh mangos account for 40 percent of global fruit trade global cross border trade in excess of 1.4 billion USD, yet Pakistan the fifth largest producer of mangos has limited international success in mango trade with only around US \$ 34 million in 2010-2011 (approximately 2 percent of global trade). The concentration of Pakistan's fresh mango trade is significant with nearly two-thirds of their exports going to mainly three markets, the United Arab Emirates, the United Kingdom, Iran and Oman.

Fresh Mango imports into the EU are growing significantly with Southern Hemisphere producers of Brazil and Peru leading the growth and overall volume in the market. Both of these producers face transit times via ocean similar to that of Pakistan – Brazil 17 days, Peru 19 days and Pakistan 20-22 days. While Brazil and Peru offer counter-season fruit to the Europeans and the Pakistani fruit must compete with the European summer fruit, it is believed that the sweetness and other unique characteristics of the Pakistani fruit will provide it with a solid market in Europe.

The USAID Firms Project has implemented several successful programs to date for the mango program. In July and August 2011, three container shipments of fresh mangoes were shipped on a trial basis to Solfruit in Rotterdam. The purpose of those shipments was to test the quality of the mangos after implementation of standards for harvesting, post-harvest handling and transportation. Parallel to these shipments going into Europe 2020 Development Company LLC (2020DC) met with importers, distributors, retailers and governmental agencies to develop a market strategy for fresh and dried mango sales into the EU.

As part of this market strategy, the USAID Firms Project, with the support of 2020 Development Company, is accompanying a delegation of growers and exporters to the 2012 Fruit Logistica Event in Berlin, Germany. Fruit Logistica is the leading international trade fair for fresh produce, including a full range of fruit and vegetables. Since 1993, the annual fair is held in Berlin directed and is the leading international meeting place. In 2012, there were over 2,500 companies represented in 90,000 square feet of exhibition space, with over 50,000 visitors expected from 120 countries.

Based upon the successful work of the USAID Firms Project including learning from trial shipments, the growers and exporters working with the USAID Firms Project have new leverage to build relationships with buyers of fresh and dried mango into the EU. The purpose of attending this event is to continue to build existing relationships and explore new possibilities for buyer relationships.

The event was attended by a delegation of seven Pakistani producers including five exporters and two growers.

This report provides a summary of all the buyer meetings and side events attended including contact information, subjects discussed, and an analysis of seller presentation and recommended next steps. Follow up recommendations focus on the upcoming commercial shipments and buyer-seller conference.

1. Introduction

1.1 Buyer Meeting Overview

Prior to arrival in Berlin, meetings at Fruit Logistica were proposed and arranged with targeted buyers. These in-person buyer meetings were the focus of the Pakistani delegation's three day visit to this annual trade fair.

1.2 List of buyer meetings

Target buyers were researched who would be most interested in developing markets for imports of Pakistani mangos into the EU. Contacts were made through several channels including: professional contacts in 2020DC's database of fruit traders and importers, USAID Firms Project's previous buyer contacts, Internet research and research via the Fruit Logistica Travel Planner. The following table lists the buyers, source of the contact, and time of meeting held. Full contact information, meeting notes and analysis are listed in the Buyer Meeting Detailed Notes in the Annex section of this report.

Table 1: Buyers Meetings			
Name of Company	Contact Name	Source of Contact	Meeting Time
SUCCESSFUL MEETINGS			
Special Fruit NV	Francois Maes	Firms/2020DC	Wed 10:30am
Port International	Thomas Dannapfel	2020DC	Wed 12pm
Ripe Now Ltd	Lewey Hook	2020DC	Wed 15h
Satori SA	Hugo Isler	2020DC	Thu 10:30
UNIVEG	Marion Zahlten	FL Travel Planner	Thu 11am
Solfruit	Jeroen Knikkink	Firms	Thu noon
HL Hall (International) Ltd.	Izam	FL Travel Planner	Thu 4:30pm
Greencell	Karen Baker	Firms	Fri 11:15am
Sun World	Clay Whitmeyer	2020DC	Friday 11:45am
Total Exotics BV Europe	Nigel West	2020DC	Fri 1pm
Nature's Pride	Shawn Harris	2020DC	Friday 1:30pm

Other potential contacts were made with buyers that did not result in a successful meeting. These are listed in the table below.

Table 2: Other Contacts			
Name of Company	Contact Name	Source of Contact	Notes
Ecotic Fruits/Cultivar SA	via Travel Planner	FL Travel Planner	Not interested in sourcing from

Table 2: Other Contacts			
Name of Company	Contact Name	Source of Contact	Notes
International Produce Ltd	Dean Hayden, Buyer	Firms	No response
Minor Weir and Willis	John Duffill	Firms	No response
Total Exotics	Dear Mr. King , Mr. Nicholls, and Mr. Baker	Firms/2020DC	No response
Bama Gruppen AS	Roy Lillefosse and Annelie Ohlsson, Import Manager (Roy) and Product Manager (Annelie)	Firms	Not available for meeting at Fruit Logistica
Wealmoor	Paul Tilbury	2020DC	No show for meeting time set
KÖLLA Natura The Organic Company GmbH & Co.KG	Herbert F. Scholdei Management, Buyer Worldwide	Fruit Logistica	Only organic products
McGarletSrl (Exotic fruits)	Monica Vismara - McGarletSrl m.vismara@mcgarlet.it	Fruit Logistica	Do not "move this product."
Pickenpack (Wilhelm Kopke International Fruit Agency)	Gerd Pickenpack (Managing Director)	Firms	No response

1.3 Attendance and format of meetings

Meetings with importers were scheduled throughout the day on each day of the event, with 1-3 hour breaks for participants to visit exhibitors and make contacts on their own. All seven of the participants were invited to each of the meetings.

Meetings were held either at the importers' exhibit space if they had one, or at the Pakistani section of the show, where several Pakistani exporters had stall. Importers without their own stalls came to the Pakistani booth for the meetings, where the space was shared for these meetings.

1.4 Interview questionnaire: major points discussed

A similar format was undertaken for each buyer interview. The Firms Project representatives initially briefed each interviewee on the overall opportunity for sourcing mangos from Pakistan, both fresh and dried as appropriate. Firms Project brochures and accompanying reading material were presented to each Buyer in the beginning as they were briefed about general background on Pakistan as a sourcing location. Information provided included regions of Pakistan which produce mangoes and specific available varieties, the harvest windows for each key region, on-farm infrastructures facilities, and GlobalGAP certifications. Mango exporters' recent successful trial shipments of mango into the EU were described, accounting for some of the challenges still faced.

Importantly, the Firms Project representatives and consultant each introduced each other, as well as introducing each of the attendant growers and/or exporters. The precise stakeholders involved at each stage of the supply chain were outlined so that interviewees understood the stakeholders on the Pakistani end of the chain. The role of the USAID Firms Project was explicitly explained in terms of the progress that the project has achieved and plans for the near term.

Once the interviewee was briefed on the background of the Pakistani mango opportunity and role of USAID Firms Project, a dialogue followed based upon the following questionnaire:

- What geographic and product markets do you supply?

- Where do you source mangos from now? (if you currently import mangos)
- Are you looking to ship by air or by sea?
- What are your major concerns with exploring a sourcing partnership with a new location?
- What volume do you import? What volume would you look to import from Pakistan?
- Do you foresee any consumer education necessary to introduce the Pakistani mango to the EU market (a variety which is relatively unfamiliar to the EU consumer)?
- What seasons do you currently source mangoes (by air/sea) and how could the Pakistani growing season fit this?
- Are you interested in participating in a commercial shipment of Pakistani mangoes? Would a cost sharing basis be acceptable?
- Are you interested in attending the buyer/seller conference that we are planning in Pakistan? When would you prefer to attend? (option to hold conference off-season in March, or in May/June during the harvest)
- What other concerns do you have with exploring importing mangos from Pakistan?
- What are your current pricing points and structures? (Such as fixed price or consignment) or current market prices, FOB, also per Kg and per unit.

See Annex 2 for Buyer Meeting Detailed Notes.

2. Event Summary

2.1 Seminar hosted by USAID Firms Project: Post-harvest mango handling event with Dr. Kader and Dr. Brecht

Dr. Kader and Dr. Brecht delivered a course on “Mango Post-Harvest Best Practices” which focused on quality-control procedures to use when monitoring the maturity and quality of mangos in commercial handling operations. This course is based upon the findings and recommendation in the experts’ recent publication funded by the US National Mango Board (NMB) called the *NMB Best Management Practices Manual* which can be downloaded at http://mango.org/sites/default/files/download/mango_manual.pdf. The manual includes instructions including:

“for conducting quality-control program practices that include standard methods for 1) determining harvest maturity by visual inspection and measurement of soluble solids (°Brix), total solids and firmness; 2) water-quality measurements; 3) measuring water and fruit flesh temperatures during hot water treatment and post-hot-water hydro-cooling; and 4) measuring ambient air and fruit flesh temperatures and relative humidity during subsequent pre-cooling and storage, at trailer or marine container loading, and at distribution centers.

This Best Management Practices Manual also contains color plates to be used as guides for determining stages of fruit maturity and ripeness and for identifying mango diseases and disorders, as well as mango quality assessment forms with instructions for standard methods for rating the incidence and severity of those disorders. Every step in the handling of fresh mangos contributes to delivery of good quality and shelf life to customers. Therefore, attention to detail is required at each step in preparation and distribution. This manual outlines the major steps involved in mango handling and distribution and addresses the common problems and recommended best practices that will ensure delivery.”

The seminar format was two hours consisting of a PowerPoint presentation delivered for the first hour by Dr. Brecht and the second hour by Dr. Kader. At various points in the presentation the participants from the USAID Firms Project delegation asked specific questions related to how these best practices applied to their processes and challenges in Pakistan. The participants highlighted specific problems they had and the Drs. suggested solutions based upon their research and experience.

The conversation was highly technical in nature. Please refer to the NMB Best Management Practices Manual (link above) and the Post-Harvest Manual to obtain a summary of major issues discussed. Issues and questions related specifically to Pakistan include the following takeaways:

Fresh Mango

- **Ripening** - procedures, color, aroma important, ripening rooms used. How much ethylene to use. Must control ripening (forced air-ripening) so that the ripening is uniform in a shipment of mangoes. If they ripen on their own, the mangos are uneven and differently ripe. “Allowing mango to ripen fully on the tree is probably the way they are meant to be, but this won’t work for the market, they want a not quite ripe mango...” Dr. Brecht.
- **Wax** - Wax can be used to reduce water loss - but one must be careful not to have too

much. You have fermentation in the fruit. Regarding water loss, this reason to use wax is secondary; if the rest of the process is correct water loss should not be a problem.

- **Temperature** - During shipping and how it affects ripening but not sweetness. High temperature causes skin disorders (so need temperature control in ripening rooms and throughout chain)
- **Pesticide and fungicide** - Question on Dr. Picha's suggestion that the Pakistani producers must do a better job on pruning, pesticide spray and fungicide spray. [REDACTED] recommended - a fungicide widely used in agriculture, particularly in the growing of fruits. For pruning, reference Manual and PowerPoint.
- **Other technical issues** - control of anthracnose, ripening, harvest (nets and blades, or carefully pick them)

Beyond fresh, what segment should Pakistan focus on? Producers should diversify their focuses. One or two producers should focus on dried, the others on juiced and look at other possibilities. Not everyone should be doing the same thing at the same time so you don't drive down each other's prices.

Fresh cut

- You want mangos to be almost ready to eat. Firmness - sort mangos by firmness
- Showed photo of US hand fresh cut facility (fast hands, sharp knife)
- Machines versus humans to slice and cut - companies like Del Monte and Dole are going back and forth between using people and using machines. The machines have fewer yields (55% versus 70%) because people take size of fruit into account.
- There are more and more machines being built. Several at Fruit Logistica being introduced.

Dried mango

- Market leaders are: Thailand has done a great job of freeze drying; Mexico has a good no sugar-added product.

2.2 Major Issues

- **Target markets** - Dr. Kader is not sure that they will get a better price in the EU than in the Middle East. So maybe concentrate on the Middle East.
- **Utmost importance to maintain sanitation** - Don't want to get anybody sick or you will destroy the market.

2.3 Contact Points

- Jeffrey K. Brecht, Ph.D., Postharvest Physiologist, Horticultural Sciences Department, Institute of Food & Agricultural Sciences, University of Florida, POB 110690, 1301 Fifield Hall, Gainesville, FL 32611-0690, Ph: 352-273-4778, email: jkbrecht@ufl.edu, <http://www.hos.ufl.edu/jkbweb/>
- Referred by Adel A. Kade, Professor Emeritus of Postharvest Physiology, Department of Plant Sciences, MS2, University of California, One Shields Avenue, Davis, CA 95616, USA, Website: <http://postharvest.ucdavis.edu>

Follow up: The Drs. recommended to the participants to download the *Manual* and study its contents, then follow up with any questions they may have. The USAID Firms Project should organize a facility for follow up to enable additional valuable questions and answers.

3. Priorities to Address

This section analyzes and presents priorities for Pakistani mango producers to address to build on the opportunity for export to the EU market, in terms of production, quality and market linkage processes. The buyer meetings focused largely on fresh mango shipments by air or by sea; however, dried mango was also explored with couple of Buyers as an opportunity with certain buyers.

3.1 Quality and Continuity

All fresh mango buyers expressed a similar emphasis on maintaining quality and continuity at promised volumes. It is better to start with lower volumes that are guaranteed to arrive than to promise higher volumes and not follow through on the commitment.

- **Establish trust.** Maintaining a trust level is imperative as it relates to quality and continuity. The buyer needs to be confident that the shipments will continue.
- **Consumer prefers familiarity.** Continuity is important as consumers buy products that they are familiar with; if a mango product is on the shelf one week then gone only to re-appear months later, the consumer will not comfortably purchase.
- **Ship only if certain of quality.** Similarly, if a shipment's quality is in any way in question, it is better to not ship, than to send and risk having to dump the shipment on arrival.
- **Establishing high quality is an advantage over competitors.** For instance, the buyer from HL Hall expressed that sometimes in Senegal and the Ivory Coast, anthracnose is a problem. Therefore the buyers look for alternatives that are less at risk. If Pakistan can establish itself as low risk in this area, then this is an opportunity for Pakistan.

3.2 Educating buyers and consumers

With the exception of the small ethnic markets, the EU consumer is not familiar with the Pakistani mango product; they are more familiar with the traditional varieties imported to the EU such as the “Kent.” Therefore, the EU consumer will have to be educated on the Pakistani product. Recommendations include:

- **Finding the right buyer.** Different buyers (importers and retailers) employ various strategies for introducing new products in the market. Some focus heavily on traditional fruits with little appetite for risk, while others actively explore both new sources and new varieties. It is a good strategy to Work with the “right buyer” who specializes in introducing new products such as the Pakistani yellow mango. Clay Wittmeyer, Export Manager of Sun World suggested grocery retailers such as Aldi in the UK and Lidl in Germany as potential distributors willing to explore new products. Though Mr. Wittmeyer also suggested working through importers to reach retailers, rather than directly contacting.
- **Recognize that market tastes vary even within the EU.** For instance, the fact that Scandinavians like smaller mangos is a good opportunity to explore with the smaller Pakistani varieties. The buyer Total Exotics expressed an interest in specifically exploring this market with the Pakistani product.

- **Education on color.** Consumers must be educated on this new variety. For instance, the UNIVEG buyer representative explained that in her experience yellowness now means to the EU consumer that a fruit is too ripe, and that therefore the consumer believes that a little green is good; whereas, for a perfectly ripened Pakistani product, yellow is the optimal color.

3.3 Transport issues: air versus sea

Air and sea are very different markets. In general, buyers believe that air has a very limited market due to the high prices; therefore, the greatest opportunity is for sea shipment.

- **Sea shipment issues to address.** Especially for sea, there is concern over several key issues including cold chain, pallet filling, packaging/box size and ripening time and needs.
- **Recommended ports of sea entry.** The ports of the Netherlands (Rotterdam) are the main point of entry, though Genoa in Italy was also mentioned as a possibility. Air shipment has a wider possibility for entry point into various European locations.

3.4 Price issues

Buyers had varying advice and concerns over pricing structure and terms:

- **Price cannot be established until close to shipment.** Price varies with the market and can sway considerably: Port International told of 2.5 euro to 6 euro per 4 kg box sea freight price variability just in the last few years. Therefore, it is hard to establish prices too far in advance of delivery. Price can be best established close to shipment time (considerably before delivery).
- **“Mango prices can be fickle.”**Port International, a buyer, related that last year Peru had an oversupply and the price went down to 2.5 Euros per 4kg box (below cost); 4 Euros is normal. This year it's 5.50-6 Euros. Therefore, it is hard to establish a price too far in advance of a shipment.
- **Establish fixed price contracts versus consignment.** It is generally found that fixed price is superior to consignment pricing arrangements; however, in the short term, sellers have to be willing to compromise to establish new relationships with buyers.
- **Minimum price guarantees.** Sun World International did suggest establishing a minimum price guarantee with buyers to protect the producers; however, one buyer (Port International) warned that a “minimum price guarantee” often turns into a “maximum price guarantee”, in other words, that this minimum often becomes the price regardless by default.
- **Define distribution channels within the same markets.** If different sellers are importing the same products into the same markets, then there is a danger that they will bargain each other down and the price will go very low. So, by agreeing to distribute in different markets, this is avoided.

3.5 Global GAP, HACCP and BRC certification

It is a priority to buyers that all necessary certifications be clearly met at all points in the supply chain. While the communication to buyers of how the Pakistani facilities meet GlobalGAP requirements was sufficient, Recommendations include:

- **GlobalGAP.** Buyers seemed satisfied with the information provided that showed that the USAID Firms Project -assisted facilities were GlobalGAP -certified. However, there was

a bit of confusion over whether just certain houses were certified, and whether a shipment that was purchased would come from these certified sources or also from others.

- **Certification at all levels of supply chain.** Ensure certification at all levels of the supply chain. If a product is re-packaged at any point it must be re-certified.
- **“Put ducks in a row.”** -Greencell, a buyer interested in dried mango imports, was confused by exactly which parts of the chain were certified and not, this buyer suggested a more organized presentation to the buyer of the certification chain.

3.6 Priorities for dried mango

One buyer in particular (Greencell) expressed a great interest in sourcing dried mango from Pakistan. Priorities for taking advantage of the dried opportunity are laid out as follows:

- **Food safety a high priority for dried.** Food safety a very big issue with dried because it is ready to eat. Focus should be on acquiring HACCP/BRC for all facilities (BRC at an absolute minimum). Advice from buyer is to have one facility certified (and make sure that the whole chain is certified), and deliver samples this year.
- **Opportunity to supply due to competitors’ short season.** Competitors supplying to Greencell have just a three month window of availability so this creates an opportunity as the company is looking for additional sources.
- **Shelf life.** Looking for three month shelf life for dry, according to Greencell buyer.
- **Get organized.** Pakistani suppliers must have “ducks in a row” regarding certifications and clear supply chains to communicate to buyers.
- **Product Line.** Greencell focused on the hot air dried product, without sugar addition or any other additives. Osmotic dried product is not the priority of their existing buyers.

3.7 Buyer relations

Throughout the interviews, there were many lessons learned in terms of how to approach and interact with buyers.

- **Develop trust relationships.** Some customers are always more reliable than others. Make sure to identify which customers you can openly share information with and with which ones you should proceed with caution.
- **Avoid dishonest “characters.”** It is important to find the right partners and to avoid “characters”, as there are many dishonest traders. Retailers themselves are most often dependable; it is the intermediaries that you need to be careful of.
- **Work with importers first.** Recommended to market to category managers at importers. Many growers are going directly to the large retailers (such as Tesco) but this puts a lot of risk on the growers.
- **Be customer-service oriented.** One importer (Halls) expressed dissatisfaction with two of his mango sources, Israeli and Brazilian producers who are “difficult to deal with.” The Israeli contacts with whom Halls worked lacked in responsiveness and inter-personal skills; challenges in the shipment terms were apparently dealt with in a confrontational and unpredictable manner. The Halls representative had a similar experience with sourcing contacts in Brazil, but did not go into detail on this situation. There is an

opportunity here for Pakistan to move in and meet demand as they are looking for new sourcing relationships.

- **Beware of re-packaging.** Sun World, a fellow fruit exporter serving in an advisory capacity, warned to be careful of buyers re-packing your product; a producer and exporter can lose up to 30% (versus 8% normal) when buyers re-pack (for instance into smaller containers).

3.8 Finance Issues

Several pieces of advice were provided related to finance:

- **Payment terms.** Common payment terms are to pay 30 days after arrival. Note that usually if finance is necessary, this must be obtained separately. Payment terms for each buyer are detailed in the notes section of this document and in the box below.
- **Careful of tricky terms of sale agreements.** It is important to establish trusting relationships with buyers and to beware of possibly risky terms. For instance, recently an exporter interviewed (who preferred to remain anonymous for his own security) told of Russians he has spoken to who offer to pay 60% up front, but then never come through with the rest. While terms can understandably be improved for both sides as the relationship is established, it is important for the exporter to protect themselves legally and be able to follow up and retrieve payment should this be necessary.
- **3rd party inspection.** “Knowing the truth” about the actual quality of a shipment is very important. It is a good idea to ensure “honesty” by obtaining a third party quality control inspection. Having someone in-country on staff or contracted to visit the shipment upon arrival can be well worth the extra cost. The representative from Sun World specifically recommended this strategy.
- **Credit Insurers.** These can be valuable services. Companies such as Hermes Euler will go check out your customer for you. (Hermes Euler provides credit insurance, trade credit insurance and accounts receivable insurance for domestic and export policies against commercial and political risk.)
 - They can also provide “cash against documents” terms - “Cash against documents is a type of transaction in which the title for purchased goods is released to the buyer after the total sale price is paid using cash. Often, a commission house or a similar financial institution upon verification of the cash payment handles the actual transfer of title. Usage of the cash against document method is commonly employed with transactions that involve the purchase of exports.” (Conjecture Corporation)

Table 3: Payment Terms Suggested by Buyers Interviewed(for fresh unless noted)	
Company	Notes
Special Fruit NV	Depends on relationship (“we don’t know you”).
Port International	Work on consignment as “price of mango is fickle.”
Ripe Now Ltd	Fixed price, payment 30 days after.
Satori SA	Fixed price
UNIVEG	Must check with colleagues
Solfruit	Will talk about price closer to shipment. Fixed price would be determined closer to shipment.

Table 3: Payment Terms Suggested by Buyers Interviewed(for fresh unless noted)	
Company	Notes
HL Hall (International) Ltd.	Will check specifications with colleagues.
Greencell	Has to check with commercial team (interested in dried)
Total Exotics BV Europe	Fixed price, would like to see proposal.
Nature's Pride	NA, not interested at this time due to previous experience with Pakistani exporters.

4. Analysis and Recommendations

The USAID Firms Project representatives and delegation presented their offerings to 10+ buyers in face-to-face interviews, as well as in one-to-one conversations as the delegates visited stands individually. This sections comments on the sellers' presentation mainly during the group meetings.

4.1 Promotional material

Promotional material was generally well-received and appreciated; some feedback received, both positive and negative.

- **Harvest calendar helpful.** The harvest calendar with the varieties and tonnage laid out was well-received and formed the basis for most of the buyer conversations.
- **Contact point confusion.** There was some confusion over which exactly the entities were that were involved in the project. The promotional material which has USAID's brand in large graphic form was powerful in showing how the Pakistani industry is working together. However, because one exporter [REDACTED] also distributed his own material, there was some confusion over whether he was the primary exporter and whether the buyer should contact this exporter directly or through the project. During the interviews the Firms team did specify verbally that the project should be the main point of contact (at least in the short term); in any case, this issue should be noted.
- **Mango images.** Because many buyers are not familiar with the Pakistani mango products, it would be helpful to have photos of mango which reflect their size, coloration, and other visual qualities. Perhaps a hand-out with brix level, ripening characteristics, etc. would also be helpful.
- **Transportation.** Transport issues, times from port to port, logistics issues were one of the first considerations that buyers asked about; suitable answers are a gate opener or a potential deal breaker. It is recommended that transportation issues, such as number of days to ship to market, be included clearly in the promotional material.

4.2 Establish clear lines of contact

Because the USAID Firms Project is only for a limited period of time, a counterpart must be established from within the private sector. While USAID Firms Project can facilitate and advise, it is imperative for the producers/exporters to be engaged. Because trust and relationships are such a crucial factor, the buyers must be confident that the persons which whom they establish the relationship are i) able to deliver on promises ii) represent the appropriate interests and iii) will remain the contacts for the foreseeable future. Therefore:

- **Recommended configuration.** One recommendation is to have one exporter and one grower be the communicators acting on behalf of the rest of the industry. This arrangement would last through at least the next season until more confidence is built in the market and other growers/exporters are capable of establishing their own linkages and relationships.
- **Commercial shipment to Solfruit.** This is particularly important to consider in organizing and implementing the commercial shipments with Solfruit this coming season.

USAID Firms Project must make a commitment to support selected counterparts. Importantly, the shipment must be conducted with the utmost transparency on all sides so that trust is built and learning is shared.

- **Pitfalls to avoid.** One buyer who visited Pakistan last year and met with buyers had an off-putting experience and therefore said that her company will not participate in any trial or commercial shipments or visits until a later date when the product is more established. The representative from Nature's Pride, a woman, expressed that she had a negative experience during her last visit to Pakistan. She gave two main reasons: 1) felt she was not taken seriously and respected during her visit; for instance, she was scolded by a farmer for touching a mango tree; and 2) after she left, she had an email exchange with one grower and he was very rude; he insisted on a very long, constricting contract in order to move forward.
- **Maintain clear contact points.** This type of pitfall can be avoided with clear, guided follow up (in the short term) and a specific contact assigned.

4.3 Competitor issues: positioning and opportunity

As the buyer meetings progressed, various opportunities became apparent for competitive positioning of the Pakistani mango product. These included the following:

- **Seasonality.** One of the first questions buyers ask is during what time periods is the product available. The harvest calendar was very helpful in showcasing this. Buyers were a bit concerned at the short window of five weeks of harvest, however.
- **Acceptable shipping times.** Shipping times are a major cost driver for sourcing locations for fresh fruit in general and especially for perishables such as mango. Now that Pakistan can ship in just 19-22 (varies port to port) days (plus 2-3 for customs clearing) into the EU, this allows them to become competitive in the fresh market with others such as Peru and Brazil who have similar shipping distances. The West African countries still have an advantage here with less than 10 days shipping time to the EU.
- **Target higher end market.** Buyers said that the Pakistani product is most likely at a high end price point due to its high quality as well as higher cost of shipment (by air or sea). Therefore, opportunity lies more with high and mid-end retailers in the EU than at the discount retailer level.
- **Opportunity to supplant existing sources.** One importer (Halls) expressed dissatisfaction with two of his mango sources, Israeli and Brazilian sources who are "difficult to deal with." Halls is actively looking for new sources to replace these and this is an opportunity here for Pakistan to move in and meet demand as they are looking for new sourcing relationships.

5. Next Steps: Plan for Commercial Shipments

A commercial shipment is planned for the upcoming harvest season. Details on quantity, pricing structure and distribution arrangements still need to be finalized.

5.1 Arrangement with Solfruit

Solfruit, the Holland-based importer who also participated in the previous trial shipments, is the main counterpart this upcoming commercial shipment. The USAID Firms Project team met in person with three representatives from Solfruit at the Fruit Logistica conference. Mr. Medhat Samir, the Import Manager, will visit the harvest in Pakistan this year. (Solfruit also visited Pakistan this past October)

- **Terms of shipment.** Terms must still be negotiated in terms of quantities and prices. During the meeting at Fruit Logistica, the Pakistani exporters agreed verbally to 15 containers, which would comprise three containers shipped a week for 4-5 weeks. This continuity will be essential in establishing trust with their end customers. Solfruit recommended discussing price closer to shipment. (See recommendations on pricing negotiations in the above section.)
- **Quality and continuity is important.** Solfruit stressed that they would rather be promised a lower number of containers versus higher if they are more secure with being able to follow through.
- **Point of contact.** As mentioned above in the recommendation section, it is important to keep points of contact very clear. .
- **Some confusion over box types.** There was some confusion over box types. Solfruit had already provided a sample which had apparently already been given away as a sample to a local box provider. Another sample is needed to send to a boxing company in Dubai which they would like to contract to manufacture the new sea-shipment boxes.

5.2 Arrangement with other buyers

Eight of the other buyers interviewed expressed interested in purchasing a sample from Solfruit's upcoming commercial shipment; six said definitely yes, while two others said that this may be possible but they would have to check with their colleagues and customers. One (Total Exotics) preferred to receive a commercial shipment directly without the intervention of Solfruit as a middleman.

Table 4: Buyer Interest in Upcoming Commercial Shipment

Buyer	Interest in Shipment ?	Through Solfruit?	Notes
Greencell	Yes	Yes	Commercially, they still have to establish a market before going forward. She has to check with her commercial team. Yes, if there is confirmed interest, they would be interested in buying a sample from Solfruit during the shipment this season.
HL Hall	Possibly	Possibly	Possibly yes, he is checking with his team regarding the specifications he noted and will return with interest level. Also would like to examine the quality report.
Nature's Pride	No	No	Waiting for more proof that product is ready for the market.
Port International	Yes	Yes	Will approach their customers, vouch for the quality of the Pakistani product, and then determine what volumes would be best to try with which customers. Promises that the upcoming shipment will be taken as seriously as a commercial transaction from the beginning.
Ripe Now	Yes	Yes	Interested in receiving sample from Solfruit.
Satori	Yes	Yes	Yes, he would like to purchase samples from Solfruit first. Contact him 2-3 weeks before and arrange. Also separately could do air shipment. Provide Mr. Isler with air shipment price quote.
Solfruit	Yes	Yes	Main counterpart.
Special Fruit	Possibly	Possibly	Yes, they sometimes do trial shipments; he will get back with interest.
Total Exotics BV	Yes	No	Put together a proposal and Mr. West will be happy to review. Proposes entering the Scandinavian market with small sized mangoes. NOT interested in working through Solfruit.
UNIVEG	Yes	Yes	They are willing to coordinate purchasing a commercial shipment from Solfruit. But need to "define distribution channels" so that we are not competing with ourselves (and thus the price would be bargained down.) They don't need to know Solfruit's prices just where they are distributing.

5.3 Other party commercial shipment: Total Exotics

Mr. Nigel West of Total Exotics BV expressed a keen interest in participating in a commercial shipment by paying against consignment this upcoming season. He would like to focus on smaller sized mangos for the Scandinavian market. His recommended strategy for introducing the Pakistani mango into the EU market is to take “small steps, let’s start with Scandinavia.”

Total Exotics specifically does not want to participate with Solfruit, as they prefer direct relationships. He also specified to “be careful not to play different financial games” with one importer or another, i.e. have same terms for Total Exotics as for Solfruit.

Next steps proposed: USAID Firms Project to put a proposal together and he is happy to do an upcoming commercial shipment.

Note: Solfruit expressed that it would prefer to be the sole buyer into the EU for the upcoming commercial shipment. If an additional shipment is to take place with Total Exotics, then this issue of exclusivity must be sorted.

5.4 Recommendations and next steps

The following strategies must be emphasized in implementing the upcoming commercial shipments as per the above recommendation:

- Preliminary commercial shipments (often referred to as “trial”) are key to establishing trust, USAID Pakistan Firms must orchestrate this operation in partnerships with the mango producers with an eye to long-term sustainability of linkages.
- The terms of the upcoming commercial shipment must be negotiated and transparently with Solfruit as well as with the other parties.
- There must be clear delineation of supply channels as well into the EU. Even if Solfruit is the only distributor, overlap in distribution will cause price wars and inevitably lower prices for the mangos. In delineating these supply channels, only the names and location of the distributors is necessary, no pricing information need be shared. The goal is merely to be sure that the distribution channels are different.

6. Next Steps: Plan for Buyer-Seller Conference

The USAID Firms Project will host a Buyer-Seller Conference to invite international buyers to Pakistan. The conference is proposed to provide opportunity to build trust and recognition, market linkages between the buyers and the sellers and understand the requirements on both sides.

5.5 Timing

The Buyer-Seller conference is proposed to take place during the harvesting period in May/June. The buyers who showed interest in visiting Pakistan prefer to visit within the harvesting period rather visiting prior to the mango season. The buyers are interested in seeing the processing techniques and shipment preparations as the shipments reach the pack houses.

5.6 Invite list

All but one of the buyers interviewed at Fruit Logistica expressed an interest in participating in the buyers-sellers conference. Only Nature's Pride, who had a negative experience in the past, outright declined to participate. In addition to Solfruit, five buyers expressed definite interest while four others said that the visit was "possible" and indicated that they would have to check with their colleague and/or customers to determine the level of interest.

See the table below with individual buyers' interest details and schedule.

In addition to buyers met at Fruit Logistica, USAID Firms Project should also seek to invite other international buyers. This could include only European markets but also high end Middle Eastern markets (e.g., Dubai, Saudi Arabia etc.) and East Asia (Singapore, Indonesia etc.).

Table 5: EU Buyer Interest in Buyer/Seller Conference		
Buyer	Interested in Attending?	Notes
Greencell	Possibly	She will check with her commercial team about their interest. Stay in touch.
HL Hall	Possibly	Yes, possibly, he will check specifications with his colleagues to gauge interest.
Nature's Pride	No	Visited Pakistan last year and had bad experience.
Port International	Yes	Contact is having a baby in April/May so would prefer to come later in the season perhaps in August. Or could do end of March before the baby arrives (though it is preferable to visit during harvest)
Ripe Now	Yes	Mr. Hook has been to Pakistan before. He is possibly interested in visiting again.

Table 5: EU Buyer Interest in Buyer/Seller Conference		
Buyer	Interested in Attending?	Notes
Satori	Yes	Please contact to follow up.
Solfruit	Yes	Mr. Samir will visit the harvest this year.
Special Fruit	Possibly	Possibly interested in visit.
Total Exotics BV	Possibly	Possibly interested. Put together a proposal for him.
UNIVEG	Yes	Yes, a visit in June is possible after commercial shipment in May.

5.7 Recommendations and next steps

USAID Firms Project must focus on the following steps to successfully prepare for the Buyer-Seller Conference. Note these relate to the organization and invitation stage of the preparation:

- **Establish invite list.** Determine the optimal itinerary and mix of visitors in terms of origin. Buyers from Europe, the Middle East and Asia may have different interests in visiting specific farms or varieties. USAID Firms Project should communicate with buyers to understand their needs and establish invite list accordingly. This may involve multiple groups of a smaller number of participants. Even within the EU, buyers may have different interest, such as Total Exotics which is interested in smaller mangoes for the Scandinavian market.
- **Determine exact dates.** The buyers expressed an interest in visiting the farms and production facilities during the harvest to observe the processes in action. Establishing an exact date as soon as possible will allow USAID Firms Project to start planning the visit and extend formal invitations sooner.
- **Determine relationship between upcoming commercial shipments and visits.** Most of the buyers suggested that they would like to obtain commercial shipments and evaluate the Pakistani product post-shipment into the EU market. Each buyer must be contacted to determine how the results of the first shipment will affect their willingness to visit.
- **Determine cost sharing.** USAID Firms Project must put together proposal for recipients including itinerary and cost sharing arrangement. All of the buyers are willing to contribute to the cost of the visit, so this breakdown must be discussed and a similar arrangement must be negotiated with each participant.
- **Clear contact lines.** Avoid potential problems such as those occurred with Nature's Pride by determining clear lines of communication and follow up.

7. Annexure

Annex 1 Fruit Logistica Berlin 2012 Action Plan

Orientation Agenda Topics

Welcome and Introduction

- Overall Itinerary - Days 1, 2 and 3
- Establish Central Meeting Place
- Meeting Schedule
- Stands to Visit (See Handout)
- Recommended Events
- Major Issues to Address in Meetings

Handouts Attached

- FRUIT LOGISTIC A Itinerary - Wednesday February 8-10
- Meeting Schedule
- Background on Recommended Events to Attend
- Background on Importers

FRUIT LOGISTICA ITINERARY Wednesday February 8-10	
Wednesday February 8	
9h30-10h30	Registration
10h30-13h	Meetings with buyers
13h-14h	Lunch
14h-15h	Visit exhibitor stands
15h-16h	Meeting with buyer
15h-16h	<i>Recommended event: How to handle crisis management</i>
17h-20h	<i>Required event: "Best Practices in Mango Postharvest Management" seminar</i>
20h-	Dinner
Thursday February 9	
10h-13h	Meetings with buyers
10h-12h	<i>Recommended event: Sustainable supply of fruit and vegetables</i>
13h-14h	Lunch
14h-16h	Visit exhibitor stands
16h-17h	Meeting with importers
17h-	Free time/dinner
Friday February 10	
9h-11h	Visit exhibitor stands
11h-12h	<i>Recommended event: Regional sourcing on an international scale</i>
11h-13h30	Meetings with buyers
13h-14h	<i>Recommended event: Innovation in the fresh produce business</i>
14h-16h	Visit exhibitor stands

FRUIT LOGISTICA 2012 - USAID/PAKISTAN Firms BUYERS MEETINGS			
Name of Company	Contact Name	Source of Contact	Meeting Time
SUCCESSFUL MEETINGS			
Greencell	Karen Baker	Firms	Fri 11:15am
HL Hall (International) Ltd.	Izam	FL Travel Planner	Thu 4:30pm
Nature's Pride	Shawn Harris	2020DC	Friday 1:30pm
Port International	Thomas Dannapfel	2020DC	Wed 12pm
Ripe Now Ltd	Lewey Hook	2020DC	Wed 15h
Solfruit	Jeroen Knikkink	Firms	Thu noon
Satori SA	Hugo Isler	2020DC	Thu 10:30
Special Fruit NV	Francois Maes	Firms	Wed 10:30am
Sun World	Clay Whitmeyer	2020DC	Friday 11:45am
Total Exotics BV Europe	Nigel West	2020DC	Fri 1pm
UNIVEG	Marion Zahlten	FL Travel Planner	Thu 11am
OTHER CONTACTS			
Ecotic Fruits/Cultivar SA	via Travel Planner	FL Travel Planner	NA
International Produce Ltd	Dean Hayden, Buyer	Firms	NA
Minor Weir and Willis	John Duffill	Firms	NA
Total Exotics	Dear Mr. King , Mr. Nicholls, and Mr. Baker	Firms/2020DC	NA
Bama Gruppen AS	Roy Lillefosse and Annelie Ohlsson, Import Manager (Roy) and Product Manager (Annelie)	Firms	NA
Wealmoor	Paul Tilbury	2020DC	NA

FRUIT LOGISTICA - BERLIN 2012 Background on Recommended Events to Attend

(In chronological order)

Sourcing 2020: Category 31st Fresh Produce Forum

Date: 7. February 2012

Time: 15:30 - 19:00

Location: ICC Berlin, Hall 15.2

The Fresh Produce Forum is held every year on the Tuesday afternoon directly preceding the official opening reception. It is organized in cooperation with FRUCHTHANDEL MAGAZINE and has been one of the leading conference events in the European fresh produce calendar for more than 30 years. International experts look at important developments in the fresh produce business from the perspective of traders, suppliers and producers and take a close-up look at the challenges and opportunities facing the industry. The congress is regularly attended by more than 300 leading representatives of the international fruit trade. Presentations are simultaneously translated in English, French, German, Italian and Spanish.

Sourcing high quality fresh produce in the next decade will be a key challenge. How will larger producer organizations influence the market? What effect will direct sourcing by the retail sector have? What impact will demographic trends and the expansion of markets such as Russia, the Middle East and Asia have? Experts from all sectors present their visions of the future.

Presentation of the FRUCHTHANDEL MAGAZINE Retail Award.

85.00 EUR incl. 3-Day-ticket to FRUIT LOGISTICA and FRESHCONEX

Speaker:

- Cindy van Rijswijk, Industry Analyst Fruit, Vegetables and Floriculture, Rabobank International, Utrecht
- Dietmar Bahler, BayWa
- Bernd Schröder, Director, Fruit, Vegetables and Flowers, tegut... GutberletStiftung& Co.
- Andrew Sharp, Technical Director, Fresca, UK
- Andreas Allenspach, van Rijn Group B.V.

How to handle crisis management Hosted by:
FruchthandelMagazin

Category Hall Forum Date:

8. February 2012 Time:

15:00 - 16:00 Location: Hall

Forum hall 26

Addressing a topic that is as timely today as it will be tomorrow, this Hall Forum presents strategies for exploring the right answers, approaches and solutions ahead of time in order optimally prepare for the worst-case scenario. What needs to be accomplished at the various trade levels? How should communications with consumers be organized?

The participation fee for the hall forum is included in the entrance fee.

Presenter / Contact person:

KaastenReh, Project Director, FRUCHTHANDEL MAGAZIN, Dr. Rolf M. Wolf Media GmbH Speakers:

- Raquel Izquierdo de Santiago, Freshfel Europe
- Dr. Robert Schaller, Bundesministerium für Ernährung, Landwirtschaft und Verbraucherschutz
- Clara Aguilera García, Minister of Agriculture and Fishing in Andalusia

**Sustainable Supply of Fruit and Vegetables Hosted by:
Syngenta**

Category Exhibitor Forum

Date: 9. February 2012

Time: 10:00 - 12:00

Location: Exhibitor Forum: Gr. Stern - Room Madrid (between halls 10.2/11.2)

You simply can't escape the term "sustainability" these days. But what does it really mean for the profitable, environmentally sound, people-respecting production and supply of fresh produce? Facilitated by Syngenta, this debate focuses on the most important building blocks for sustainable supply of fruit and vegetables, and aims to provide a learning and discussion platform for participants. Speakers from across the food value chain are invited to share their experiences and insights around sustainable supply, current practices, and how companies are translating policies into actions.

Presenter:

John Giles, Promar International Ltd.

Speakers:

- Stefan De Cristoforo, Food Technologist, Waitrose
- Manfred Pülm, Univeg Group
- Alexander Tokarz, Syngenta
- Enrique de los Rios, UNICA Group

Regional sourcing on an international scale

Hosted by:

FruchthandelMagazin Category

Hall Forum Date: 10. February

2012 Time: 11:00 - 12:00

Location: Hall Forum hall 26

Regional sourcing is one of the key issues in the trade. The focus is on familiarity and trust between products, consumers and the POS. Many suppliers label their products sold on

foreign and domestic markets with the country of origin and use this as a marketing focus. How can this successful concept be further expanded? How can cooperation be optimized across the entire supply chain? How can the fresh produce trade become more directly involved? The participation fee for the Hall Forum is included in the entrance fee.

Presenter / Contact person:

Michael Schotten, FRUCHTHANDEL MAGAZIN, Dr. Rolf M. Wolf Media GmbH

Speakers:

- Emmanuel Descloux, Marketing Director, Prince de Bretagne
- Gerhard Dichgans, VOG - Verband der Südtiroler Obstgenossenschaften
- Hans-Jürgen Kirsch, Globus-SB-Warenhaus Holding GmbH & Co. KG.

**Innovation in the fresh produce
business Hosted by:
FruchthandelMagazin**

Category Hall Forum Date:

10. February 2012 Time:

13:00 - 14:00 Location:

Hall Forum hall 26

What has become of the previous FRUIT LOGISTICA INNOVATION AWARD "FLIA" winners? Are these products successful in the market? Are they popular in the eyes of consumers? What can be learned from this? What makes an innovation successful?

Presenter / Contact person:

Konstanze Richter, FRUCHTHANDEL MAGAZIN, Dr. Rolf M. Wolf Media GmbH

Speakers:

- Dr. Hans Renia, Produce Chain Specialist Germany & Netherlands, Nunhems Netherlands BV

Jörg Werner, Head of Account management, Rij kZwaan

FRUIT LOGISTICA – BERLIN 2012 Background on Importers

MEETINGS HELD

Greencell (UK-based)

www.greencell.com

Greencell is a supplier of Fresh Fruit and Vegetables to the UK market. 100 Greencell colleagues work from three locations: Dartford, which is minutes from London, Spalding in the heart of the vegetable garden of England and a technical office also based at the Sheerness port. Their business is supplying outstanding, tasty and healthy fruit and vegetables. Customers include: Retail, Government, Food services, Food processors and Wholesalers. Products include: apples, pears, citrus, avocado, kiwis, melons, mangoes, grapes, vegetables.

HL Hall (International) Ltd. (South Africa)

www.halls.co.za

HL Hall supplies high quality fruit and nuts into South African and international markets. HL Hall International was incorporated in 1984 primarily to market produce from their Farms into the UK wholesale markets. Now more than 25 years on and with offices in the UK and Paris, serve key UK and European multiple retailers, wholesalers and food service operators with avocado, mango and lychee. Technical team has also approved worldwide partners from Chile, Crete, Kenya, Mexico, Peru, Spain, Morocco, Swaziland and even Australia to ensure 12 month availability and the assurance of quality under the Halls brand.

Port International (Germany)

www.port-international.de

Port is a partner of European wholesalers and retailers in the fresh fruit industry with more than 135 years of experience with an assortment of high quality fruits and vegetables conventionally produced or organic, Fairtrade and EurepGap certified. Besides the conventional global fruit business, main emphasis is on the organic and fair trade areas. The fresh fruit success story began when Tiete Port established a fruit business at Messberg 32/33 in Port of Hamburg in 1875. Today, Mike Port has been in the fruit business since 1985 and runs the Port consortium in the fifth generation.

Ripe Now Ltd (UK)

www.ripenow.co.uk

RIPE NOW Ltd is a UK based fresh produce importer specializing in tropical fruit from around the globe. The company has strong partnerships with growers and exporters to ensure that products of the highest quality are imported from committed environmentally friendly and ethical sources. Main focus is on year round kiwi and mango supply to the food service industry, and to specialize in consistently ripening fruit according to specific customer requirements. Staff handles HGV loads, containers, processing and packing individual cartons, bags and pallets.

Satori SA (Switzerland)

www.satori.ch

Satori SA was founded in 1986 and supplies exotic fruits to the Swiss, French and German markets. Satori employs over 60 people and offers the fruit all year round by working with producers and exporters in more than 30 countries. Food safety, freshness, taste and optimal maturity stage are strengths. (Interviewed by USAID Firms Project September 2011)

Solfruit

www.solfruit.nl

Solfruit Group is a group of companies specializing in the import, marketing and distribution of fresh vegetables and fruit. Solfruit International supplies a range of European supermarkets, specialist wholesalers, local exporters and the food-processing industry with a select assortment of directly imported fruit and vegetables. The company focuses on import from overseas and organizes its offering into three distinct product groups: Tropicals, Citrus & Fruit and Vegetables: „this ensures that they can offer customers exactly what they want: quality, consistency and quantity'. Participated in 2011 USAID/Pakistan Firms trial shipment.

Special Fruit NV (Belgium-based)

www.specialfruit.be

Experienced fruit, vegetable, mushroom and herbs importer, located in Belgium at Europe's crossroads: midway between the ports of Rotterdam and Antwerp. Supplies retailers, supermarket chains, hotels, caterers and other wholesalers throughout Europe with top quality berries, exotics, soft and hard fruits, delicate vegetables and a range of specialties including edible flowers, sprouts and cresses.

- 15.000 m2 of variably cooled warehousing
- Employ approximately 100 internationally oriented staff members, including seasonal fluctuations, most specialized in logistics, fruit handling, sales, finance and quality control.
- Own two fully equipped facilities, at headquarters in Belgium and subsidiary in Spain
- Turnover (2009) is in excess of € 75 million, and increasing
- Customer base currently spans 28 countries
- Suppliers are found in all six continents

Believe in long-term relationships at both ends of chain: supply and demand.

Total Exotics BV Europe /Total Produce (Holland)

www.totalproduce.com and www.totalproduce.com/uk/about.php?m=pro-total-exotics

Total Exotics is Total Produce's specialist exotics business serving retail and non-retail customers. Providing the full service to meet customers' exotic fruit and vegetable requirements, Total Exotics procures and supplies quality produce from around the globe,

including specialist products such as pineapples, **mangoes**, figs, avocados, asparagus and legumes Total Produce is the UK's leading fresh produce provider, offering fresh produce solutions to all sectors of the food industry. Through 24 locations in the UK, Total Produce offers an outstanding fresh produce supply service to wholesalers, retailers and caterers. As experienced fresh produce suppliers, Total Produce prides itself on offering flexible solutions to meet the needs of customers, from independent retailers and local restaurants to large catering operations and nationwide hotel and restaurant chains. Product range covers all fresh produce needs. Fresh produce is of the highest quality and available all year round from their global supply base, also source wherever possible from local and regional growers, providing customers with the freshest possible ingredients whilst reducing food miles and minimizing environmental impact. Dedicated food service operations also offer a wide range of pre-packed products, dairy, bakery and dried goods, providing a complete fresh solution to catering customers.

UNIVEG/Bakker Barendrecht B.V. (Holland)

www.bakkerbarendrecht.nl

Bakker Barendrecht is one of The Netherlands' major fresh produce companies. Has a long-standing relationship with their most important retail customer, a leading Dutch supermarket chain. In the Netherlands, 400 employees are based in Ridderkerk and Ossendrecht. Handle around 2000 tons of fresh produce on a daily basis, which adds up to nearly 70 million crates of fruit and vegetables per year. They source products from as nearby as possible and from as far away as necessary. Bakker was founded in 1930. In 2005, became part of the Univeg-group. Univeg consists of several autonomous companies. Univeg is present in 25 countries, has over 9500 employees and generates a yearly turnover of more than 3 billion Euros.

Wealmoor (UK)

www.wealmoor.co.uk

An established family owned business and leading supplier to UK retailers and the food service and wholesale sectors, Wealmoor specializes in the supply and delivery of fresh exotic fruit and specialty vegetables. The firm is a grower, importer and marketing business with a heritage in subtropical produce and is also a specialist producer of home grown seasonal vegetables and herbs. Wealmoor has integrated partnerships around the globe to enable consistent and smooth supply of the best quality produce 52 weeks a year. With continuous re-investment in farming, production facilities and people, offer customers the best quality services. Focus on delivering commercially, sustainable solutions with communities and the local environment. The business also focuses on commercializing export horticulture in several developing countries by engaging at both the macro and micro levels.

MEETINGS NOT HELD (with reason given)

Bama Gruppen AS (Norway)

www.bama.no

Bama-Gruppen AS is Norway's largest private distributor of fruit and vegetables. Bama-Gruppen is engaged in wholesale trading of imported and Norwegian-produced fresh produce

in fruits, vegetables and flowers. The company has five divisions: retail, industry, institutions, flowers and convenience shops. On the retail market it delivers produce to the two wholesalers Norgesgruppen and Reitangruppen.

No meeting due to lack of interest expressed.

Ecotic Fruits/Cultivar, S.A. (Spain)

www.cultivar.net

Cultivar is an independent family business and the leading company in the Spanish market. It has been involved in importing and distributing fresh fruit and vegetables for three generations. In 2008, consolidated sales amounted to €140m, and Cultivar has a workforce of 166 employees. Handle a volume of more than 150,000 tons per year. Cultivar works with more than 50 countries, with products from countries as diverse as Argentina, Chile, Peru, Brazil, Mexico, Costa Rica, China, Thailand, Indonesia, Malaysia and South Africa. Cultivar represents well-known national and international brands. Mango imports are currently from: Peru, Ivory Coast, Senegal, Brazil, Costa Rica, Mexico, and Israel.

No meeting due to lack of response.

International Produce Ltd (UK)

www.internationalproduce.com

Wholly owned by Asda, IPL is the biggest single importer of produce in the UK. By controlling supply chains and removing middlemen and agents are able to create value for Wal-Mart customers and shareholders. Operating across produce, fresh foods, meats, chilled, ambient and wine and has aggressive expansion plans over the next five years. (Mango not listed on web site as focus.)

No meeting due to lack of response.

Minor Weir and Willis (UK)

www.mww.co.uk

Minor, Weir & Willis Ltd is one of the UK's largest handlers of fresh produce. Established in 1963, and located in Birmingham at the heart of the UK's road and rail networks, specialize in the procurement of produce from around the world for sale in the UK and Continental Europe. Source over 100 products from more than 40 countries, and also work closely with British growers to offer local produce when in season. The MWW group incorporates associate produce companies in the UK, Spain, Holland and Germany. These include growers, wholesale and catering suppliers and marketing companies, through which they supply produce across Europe.

No meeting due to lack of response.

Pickenpack/Wilhelm Kopke International Fruit Agency (Germany)

www.pickenpackfrucht.de

High level of quality, responsible trading, client-oriented services. Range of goods includes fruit and vegetables (mangos not listed). The freshness and high quality of the goods are top priority. To achieve this, cooperate closely with selected, certified growers and are a licensed marketer of the producers organization M.AL (market association Altes Land).

No meeting due to lack of response.

Plump Fruits B.V. (Holland)

Plump Fruits B.V. is a company with experience in the international market importing and exporting fruits to Europe. Plump is supported by its parent company Luis Vicente, company with 50 years of experience in the fruit business, producer of nectarines, peaches, plums, apples and pears, its producer capacity reaches 3.000 tons per year. The farms in Brazil and Costa Rica produce pineapples, **mangos**, papayas, limes and melons. The farms are supported by officers that are responsible for the exportation process. With a major interest to provide only the best fruits in the market, Luis Vicente has a quality control team. The activity of this team is structured in order to cover all areas of operational logistics delivery, stock selection and packing, order preparation (picking), and shipment to ensure all specifications of the products. Short meeting but no interest expressed.

MAJOR ISSUES TO ADDRESS IN MEETINGS

- Quality (Texture, Color, Residue, Disease Control)
- Volume (Availability, Consistency)
- Seasonality
- Price (Transport, etc.)
- Importers' preferred relationship with exporter/growers
- Importer relationship with retailers
- Interest in Firms Buyer/Seller Conference in March in Pakistan

Annex 2 Buyer Meeting Detailed Notes

Prior to arrival in Berlin, meetings at Fruit Logistica were proposed and arranged with targeted buyers. These in-person buyer meetings were the focus of the Pakistani delegation's three day visit to this annual trade fair.

1. Greencell (Westfalia) www.greencell.com

Contact:

Karen Baker, Technical Manager, Greencell (division of Westfalia)

Phone: +44 7786172914

Email: karen.baker@greencell.com,

Address: West Marsh Road, Pinchbeck, Spalding Lincs PE113UW United Kingdom.

Company background: Supplier of fresh fruit and vegetables to the UK market. Customers include: retail, government, food services, food processors and wholesalers. Products include: apples, pears, citrus, avocado, kiwis, melons, mangoes, grapes, vegetables. 100 employees.

Major issues, concerns and learning

- Interested in both fresh and dried mango; though opportunity greater, she believes, for dried.
- Asked for the micro analysis test of mangos.
- She is the technical manager, still has to talk to her commercial team to verify interest.
- Looking for the “right fruit at the right time”, she recognizes that even though Pakistan is still a developing market, this is ok as they are interested in developing a long term relationship.
- For fresh mango
 - Very concerned with traceability for packing, says she must have both British Retail Consortium (BRC) and HACCP certifications for all steps along the supply chain from farm -> pack-housed exporter. HACCP is best certification.
 - By sea or air? She will have to ask her customers where the market is. Air is such as higher price point. Most probably prefers sea.
- For dried mango
 - Greencell have their drying facilities in South Africa, and are also working with Peru. But there is currently just a 3 month window of availability so looking for additional sources.
 - USAID Firms Project sent dried samples to Greencell before. But Ms. Baker just had a baby so she was out for a while and is not familiar with the how the sample went.
 - Food safety a very big issue with dried because it is ready to eat.
 - BRC and HACCP needed. BRC at absolute minimum. Advice: have one facility (chain) and do samples this year.

- Looking for 3 month shelf life is standard for dry. (She personally thinks this is too long though because the packaging is often not good enough.)
- Pakistani suppliers must have “ducks in a row.” (Regarding certifications, etc.)

Interest in upcoming commercial shipment: Commercially, they still have to establish a market before going forward. She has to check with her commercial team. Yes, if there is confirmed interest, they would be interested in buying a sample from Solfruit during the shipment this season.

Interest in buyer seller conference: She will check with her commercial team about their interest. Stay in touch.

Other next steps: Trace who the dried sample was delivered to at Greencell and follow up. Focus on acquiring HACCP/BRC for all facilities. Advice: have one facility (chain) certified and do samples this year.

C.2 HL Hall International Ltd.

Contact:

IzamAfkir, European Sales

Mobile +33 (0) 1 82 39 00 33, Phone +33 (0) 6 98 74 30 01

Email: izam@hlhall.co.uk.

Company background: Supplies fruit and nuts into South African and international markets. Offices in the UK and Paris, serve key UK and European multiple retailers (including Carrefour), wholesalers and food service operators with avocado, mango and lychee. www.halls.co.za

Major issues, concerns and learning

- Interested mainly by sea. By air, only opportunity for fibreless.
- Interested in seeing quality report.
- Customers include Carrefour, Auchon and others, mainly the French market.
- Import from Peru, Mali, Ivory Coast, Senegal, Israel and Brazil all year round.
- Opportunity: not happy with some of their current sources for mango: Israeli and Brazilian sources are “difficult to deal with.” Therefore, they are looking for new sourcing relationships.
- Opportunity: sometimes in Senegal and the Ivory Coast, anthracnose is a problem. Therefore HL Hall looks for alternatives that are less at risk, opportunity for Pakistan.
- Mr. Afkir took down as notes specifications regarding Pakistani mango fiber, sweetness, shipping times, harvest and variety information. He will check with his colleagues to determine their interest.

Interest in upcoming commercial shipment: Possibly yes, he is checking with his team regarding the specifications he noted and will return with interest level. Also would like to examine the quality report.

Interest in buyer seller conference: Yes, possibly, he will check specifications with his colleagues to gauge interest.

Other next steps: He would like to see quality report, send to him.

C.3 Nature's Pride

Contact:

Ms. Shawn Harris, Director

Phone: mobile +31 6 513 468 67

Email: shawn@naturespride.nl

Address: Honderdland 70, 2676-LS Maasdijk Holland

Company background: www.naturespride.nl

Major issues, concerns and learning

- She had very bad experience during her last visit to Pakistan. Two main reasons: 1) felt she was not taken seriously as a woman during her visit; for instance, she was scolded by a farmer for touching a mango tree; and 2) after she left, she had an email exchange with one grower and he was very rude; he insisted on a very long, constricting contract in order to move forward.
- She was willing to be the “guinea pig”, i.e. participate in trial shipments, but after her experience visiting Pakistan, she is no longer interested. She does not close the door but is waiting for more proof that the producers and the product are ready for market.

Interest in upcoming commercial shipment: No.

Interest in buyer seller conference: No, already visited Pakistan last year and had bad experience.

C.4 Port International GmbH

Contact:

Thomas Dannapfel

Phone +49-172-4-24-56-06,

Email: thomas@port-international.com

Address: Lippeltstrasse 1, D-20098 Hamburg

Company background: Supplies to European wholesalers and retailers in the fresh fruit industry conventionally produced or organic, Fairtrade and EurepGAP certified. www.port-international.de

Major issues, concerns and learning

Sell into both retail and discount markets.

Probably not good for discount retailers since the Pakistani mango is higher end and also the consumers are not familiar with the product.

Could do air, but mainly interested in shipments by sea. Average price by sea is 4 Euros per box versus 25 Euros per box for air.

How do you determine price? The price of mango is fickle. For instance, last year Peru had an oversupply and the price went down to 2.5 Euros per box (below cost!); 4 Euros is normal. This year it's 5.0-6 Euros.

They work on consignment; "the danger of a minimum price guarantee is that it becomes a maximum price guarantee." (in other words, creates a disincentive to get the highest price for the seller)

As far as shipping, they suggest that they organize because they have relationships with shippers already in place such as with Maersk.

They have developed a "Golden Mango" brand (much like the USAID Firms Project brand)

Optimal is one week storage, maximum is 3 weeks.

They have no ripening facilities. Customers like to take the fruit home and ripen it for 2-3 days so has to be fit for this.

Some wholesalers have ripening facilities and therefore they can sell mangos "ready to eat."

Other sources of mango? From late April to May to August source from Mexico. Also from Brazil and Peru. Also from Spain in Sep/Oct.

Rejection levels? This depends on the growers' experience. Worst case of loss is about 10%. Unless you have anthracnose, which is a killer. Advice: don't send if you are not sure.

They have a quality requirements list which includes specifications like for fumigation or that they require wooden not plastic pallets (as they are often charged by customers to dispose of plastic).

Interest in upcoming commercial shipment: Yes, would be interested. He will approach his customers, vouch for the quality of the Pakistani product, and then determine what volumes would be best to try with which customers. Promises that the "trial" will be taken as seriously as a commercial transaction from the beginning.

Interest in buyer seller conference: Yes, he is interested. He is having a baby in April/May so would prefer to come later in the season perhaps in August. Or could do end of March before the baby arrives.

Other follow up: Thomas will forward the quality requirements list for our reference and for input to the upcoming commercial shipment.

C.5 Ripe Now Ltd

Contact:

Lewey Hookand David Reiger, Business Development
Manager Phone: mobile +44 7825077923 +44 (0) 79-1785-1214.

Company background: UK based fresh produce importer specializing in tropical fruit, strong partnerships with growers and exporters. Main focus is on year round kiwi and mango supply to the food service industry, and to specialize in consistently ripening fruit according to specific customer requirements. www.ripenow.co.uk

Major issues, concerns and learnings

- Are interested in fresh, processing and fresh cut.
- Looking for sea shipment of product.
- Size and shelf life very important.
- Pricing: payment made 30 days after. Do fixed price (not consignment).
- Currently source from: Ecuador, Brazil, Peru, Nicaragua, Costa Rica, West Africa and Israel by sea.
- There is just a small window for air opportunities.
- They did a trial importing mangoes from India but it was unsuccessful.

Interest in upcoming commercial shipment: Yes, interested in receiving sample from Solfruit.

Interest in buyer seller conference: Mr. Hook has been to Pakistan before. He is possibly interested in visiting again.

Other follow up: Would like to see the trial shipment report from last year

C.6. Satori SA

Contact:

Hugo Isler, Managing Director

Phone: +41 21 869 03 00, Fax: +41 21 869 03 01

Email: import@satori.ch

Address: Chemin du Coteau 29 E/F - CH-1123 ACLENS

Company background: Supplies exotic fruits to the Swiss (MIGROS supermarket), French and German markets, working with producers and exporters in more than 30 countries. Have own ripening facilities. (Interviewed by USAID Firms Project September 2011) www.satori.ch

Major issues, concerns and learning

- Very interested in the organizational relationship of the growers. Small or large farms?
- Satori has their own ripening facility.
- Very few air shipments for mangos but this has a small possibility.
- Concerned with residue.
- Also would be interested in air shipments directly. Ship by air to Geneva (or Zurich then transfer to Geneva).

Interest in upcoming commercial shipment: Yes, he would like to purchase samples from Solfruit first. Contact him 2-3 weeks before and arrange. Also separately could do air shipment. Provide Mr. Isler with air shipment price quote.

Interest in buyer seller conference: Yes, he would be interested. Please contact him to follow up.

C.7.Solfruit

Contact:

Jeroen Knikkink, Managing Director

Phone: mobile +31 (0) 6-53-105-290

Email: jeroenknikkink@solfruit.nl

Address: Handelsweg 120 2990 AB Barendrecht the Netherlands

&

Medhat Samir, Import Manager

Phone: mobile +31 (0) 6-13-298-406

Email: medhatsamir@solfruit.nl

Company background: Import, marketing and distribution of fresh vegetables and fruit to European supermarkets, specialist wholesalers, local exporters and the food-processing industry. Participated in 2011 USAID/Pakistan Firms trial shipment. www.solfruit.nl

Major issues, concerns and learning

Discussion of terms of next shipment.

Quality and continuity is important. Would rather be promised 10 containers, rather than 25 if they are more secure with being able to follow through.

Require 7-8 fruits in a 4 kg box.

They were concerned about the boxes and asked for the updates against their provided samples. They agreed for growers own branding on boxes. They need only open top boxes.

They asked for 25 sea containers of Sindhri and Chaunsa by air.

For Air consignments the port will be Amsterdam and Brussels.

They need ready to eat mangoes at destination. The mangoes should be 70% ripened upon arrival.

They highly focused upon good quality fruit.

They asked for the continuity in supply.

They said last time the packaging was very poor, however praised the aroma and taste. They required hard and firm fruit.

Mr. Samir will be here in Pakistan at the time of shipment.

They agreed to work on a fixed price contract that will be decided at the time of shipment.

They also agreed to work upon a payment term for smooth working.

They said to inform us in case you also work with another importer.

Interest in upcoming commercial shipment: Yes, Solfruit is the main counterpart for next commercial shipment. Terms must still be negotiated in terms of quantities, prices. Important to keep points of contact very clear; USAID Firms Project must manage this relationship so that there is no disruptive side bargaining occurring. Agreed verbally to 15 containers; would be good to have three containers shipment a week for 4-5 weeks to establish continuity with customers. Will talk about price closer to shipment.

Interest in buyer seller conference: Visited Pakistan this past October. Mr. Samir will visit the harvest this year.

C.8. Special Fruit NV

Contact:

Francois Maes

Phone: mobile +32-475-43-07-72

Email: francois.maes@specialfruit.be

Address: Europastraat 36, 2321 Meer, Belgium

Company background: Fruit, vegetable, mushroom and herbs importer, located in Belgium at Europe's crossroads: midway between the ports of Rotterdam and Antwerp. Supplies retailers, supermarket chains, hotels, caterers and other wholesalers throughout Europe. 15.000 m2 of variably cooled warehousing. Turnover (2009) is in excess of € 75 million, and increasing. Customer base in 28 countries, suppliers from all six continents.
www.specialfruit.be

Major issues, concerns and learning

- Payment terms - they pay 30 days after arrival. But "we don't know you." Also, if finance is necessary, you must obtain this elsewhere.

Shelf life is important.

Color important, red blush is the best. (like the Kent)

Would have to be educated on the Pakistani product; market is familiar with the usual varieties such as Kent.

Takes 95% by sea consignment.

Asked for the Good technology.

Transit from Africa is 9 days and Brazil 11 Days

One week after ripening required in store.

Ethylene chamber available.

There ware houses are at Rotterdam

Target price 4-5 Euros (4 kilo box)
30 days payments terms
Interested in 20ft container initially
Fair trade certificate required
Interested in looking harvesting and pack house facility.

Interest in upcoming commercial shipment: Yes, they sometimes do trial shipments; he will get back with interest.

Interest in buyer seller conference: Possibly interested in visit.

C.9. Total Exotics BV Europe

Contact:

Nigel West, Commercial Director

Phone: # 44-7584-213-787

Email: nigel@totalexotics.eu

Address: Handelsweg 61, 2988 Ridderkerk, Netherlands

Company background: Serves retail and non-retail customers, the UK's leading fresh produce provider, offering fresh produce solutions to all sectors of the food industry.
www.totalproduce.com and www.totalproduce.com/uk/about.php?m=pro_total -exotics

Major issues, concerns and learning

- Nigel's questions: How many weeks in the Sindhri available? How many shipping days? Shelf life? What's the difference between the Chaunsa and the Sindhri?
- Shipping mango by air kills the opportunity for him because it is too expensive.
- He would like to concentrate on Scandinavian market for Pakistani mangos because of their small size; Scandinavians like small mangos, the smaller the better.. The best sizes to send would be 10 and 12 pieced boxes. Send only two different sizes.

Interest in upcoming commercial shipment: USAID Firms Project to put a proposal together and he is happy to do a shipment. Wants to focus on smaller sized mangos for the Scandinavian market. "Small steps", let's start with Scandinavia. Does not want to participate with Solfruit, needs to be direct. And be careful not to "play different financial games" with one importer or another, i.e. have same terms for Total Exotics as for Solfruit.

Interest in buyer seller conference: Possibly interested. Put together a proposal for him.

C.10 UNIVEG

Contact:

Marion Zahlten, Sourcing & Sales

Phone: mobile +49-151-461-157-99

Email: marion.sahlten@univeg.de

Address: Oberhafesnstrasse 1 D-20097 Hamburg Germany

Company background: Present in 25 countries, has over 9500 employees and generates a yearly turnover of more than 3 billion Euros. www.univeg.de

Major issues, concerns and learning

- Want direct contact with producers.
- UNIVEG used to have big exotic fruits department but it went to zero. She is trying to revive it now.
- Would market Pakistani mangos to Swiss and German retailers and to German discounters.
- Shipment would be to Brehmen, Germany.
- Consumers must be educated on this new variety. For instance, yellowness now means to the EU consumer that a fruit is too ripe, a little green is good.
- In the long term, UNIVEG would be interested in branding the products with their own brand. Asked if Pakistani producers were open to this (said yes).
- They demanded for 5-6 mangoes in a 4 kg box.
- They have their own cold storage.

Interest in upcoming commercial shipment: Yes, we can start with small shipments to educate the consumer. Ship to Brehmen. They are willing to coordinate purchasing a shipment from Solfruit. But need to “define distribution channels” so that we are not competing with ourselves (and thus the price would be bargained down.) They don't need to know Solfruit's prices just where they are distributing.

Interest in buyer seller conference: Yes, a visit in June is possible after upcoming commercial shipment in May.

Other next steps: She would like to see more information on the product. She is also looking into where her colleagues are sourcing mangos at the moment and get back with other questions and information.

C11. Sun World (non-mango)**Contact:**

Clay Wittmeyer, Export Manager

Phone: Tel: +1-661-631-4125

Email: cwittmeyer@sun-world.com

Address: 16350 Driver Road, Bakersfield, CA USA

Company background: www.sun-world.com. Exporter of fruit, mostly grapes from US internationally. Have done some mango trade in the past. Owned by hedge fund out of NY/Chicago.

Major issues, concerns and learning

- Recommends marketing to category managers at importers. Many growers are going directly to the large retailers (such as Tesco) but this puts a lot of risk on the growers.
- Find the right customer - for instance Leedle or Aldie are the type of buyer that is willing to introduce new products like the Pakistani yellow mango.
- Develop trust relationships - Some customers are always more reliable than others. For instance, there are some of his customers (he has 60 in 30 countries) that he shares everything with, but others he tracks every email and communication to have a record in case something goes wrong.
- Technical managers are usually higher level than buyers in at places like Tesco. Buyers can turn over very often, even year to year. So developing a relationship with a technical manager is important.

He shared some pitfalls of the trade

- Important to find the right partners and to avoid “characters”, as there are many dishonest traders. Retailers themselves are very dependable; it's the intermediaries that you need to be careful of.
- Careful of tricky terms of sale agreements, e.g. Russians he has spoken to offer to pay 60% up front, but then never come through with the rest.
- Careful of buyers re-packing your product; you can lose up to 30% (versus 8% normal) when buyers re-pack for instance into smaller containers
- Don't settle for consignment, negotiate for a fixed price. Minimum price guarantee can be good too.
- 3rd party inspection is a good idea to ensure “honesty.”
- Credit Insurers such as Hermes Euler - will go check out your customer for you. Also provide “cash against documents” terms

Interest in upcoming commercial shipment: not relevant as don't presently trade in mango (interview for advisory purposes).

Interest in buyer seller conference: not relevant as don't presently trade in mango (interview for advisory purposes).

Annex 3 Other Notes

Notes from Post Event De-Briefing Session

- Exporters asked to invite Buyers from Far East and Middle East countries
- Buyers are mainly interested in Sea consignments.
- Buyers are reluctant due to security issues in Pakistan
- Focus on Solfruit as primary Buyer, because he is well aware of the Pakistani product. Also start marketing with other Buyers.
- Invite different Buyers even from the same market; to whom Solfruit is supplying, in the Buyer Seller conference.
- Require HACCP certification.
- It was decided that a focal person will be nominated to coordinate with buyers, to whom we met in FLB. From Growers end [REDACTED] and from exporters' [REDACTED] will be the designated person.

Notes from Meeting with Mr. Ashraf, Commercial Counselor, Trade Development Authority of Pakistan

- He said that grower should visit to check his product upon arrival.
- He offered his services for the marketing of mangoes. He suggested that once arrival of sea shipment, the Buyers will be approached and sample boxes can be presented to them.
- He said to provide all kind of Air ticket, accommodation and security facilities to the Buyers to invite them to Pakistan. In the same manner as followed by TDAP.
- He focused upon building good relationship with Buyer and quality fruit.

